Public Safety Interoperable Communications (PSIC) Office Plan FY2013

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[Note: The appendices in this document may be updated from time to time, independent of annual updates to the Plan.]

EXECUTIVE SUMMARY

The Public Safety Interoperable Communications (PSIC) Office is responsible for advancing interoperable communications in Arizona and supporting the Public Safety Communications Advisory Commission (PSCC or Commission) and Statewide Interoperability Executive Committee (SIEC or Committee) in performance of their missions.

Plan Purpose - This PSIC Office Plan is designed to describe how the PSIC Office will perform its duties under its statutes and in keeping with Arizona's strategic direction for interoperable public safety communications as outlined in the Statewide Communications Interoperability Plan (SCIP).

Updates - The initial PSIC Office Plan was effective on February 16, 2010. The Plan is reviewed and revised annually; this revised Office Plan supersedes the previous Plan and is effective for the 2013 State fiscal year (July 1, 2012 through June 30, 2013). The development of this Plan is intended to follow and align with the annual update and revision of Arizona's SCIP.

The Updated SCIP is available online at www.azpsic.gov and was approved by PSCC on July 17, 2012. The SCIP's Strategic Initiatives and Supporting Objectives are included in Appendix A.

Vision from Arizona's SCIP – Arizona's public safety personnel, at all levels of government and within non-governmental organizations, have access to quality interoperable communication systems, are adequately trained, and utilize such systems effectively in multi-disciplinary, multi-jurisdictional incident response.

PSIC's Mission – The Public Safety Interoperable Communications Office serves as a leader for Arizona in advancing public safety communications interoperability.

Statutory Framework – Arizona Revised Statutes 41-3542 sets forth the powers and duties of the PSIC Office and the PSCC. ARS §41-3542 - Advisory commission; powers and duties; report states:

"A. The Arizona public safety communications advisory commission shall make recommendations to the department regarding the development and maintenance of work plans to outline areas of work to be performed and appropriate schedules for at least the following:

1. *The development of a standard based system that provides interoperability of public safety agencies' communications statewide.*
2. *The promotion of the development and use of standard based systems.*
3. *The identification of priorities and essential tasks determined by the advisory commission.*
4. *The development of a timeline for project activities.*
5. *Completion of a survey of existing and planned efforts statewide and benchmark against similar efforts nationally.*
6. *Providing support for the state interoperability executive committee.*
7. *Establishing committees and work groups as necessary."*

Alignment with Arizona Statutes is indicated in Appendices B and C. The PSIC Office operates within the Arizona Department of Administration (ADOA), Arizona Strategic Enterprise Technology (ASET) Office.

Roles Summary – The 5 key functions of the PSIC Office are:

1. Serve as Arizona's Public Safety Communications Interoperability Representative
2. Advance Arizona's SCIP
3. Support Funding & Preparing Reports
4. Logistics & Operations
5. Stakeholder Engagement & Interactions

Information on each of these key functions is included in Sections 1.0 through 5.0 of this Plan.

1.0   ARIZONA'S INTEROPERABILITY REPRESENTATIVE

Arizona's Statewide Interoperability Coordinator (SWIC) serves as the principal State of Arizona contact to the Federal government and other states regarding public safety communications interoperability initiatives. As Manager of the PSIC Office, the SWIC and her staff also serve as a point of contact for public safety and service agencies/organizations in Arizona in regard to public safety interoperable communications.

As Arizona's interoperability representative, PSIC plays a crucial role in the facilitation of governance, standards, policy efforts, raining, exercises and outreach to further interoperability across all first responder disciplines. PSIC is responsible for communicating with appropriate authorities regarding resources needed by Arizona, educating stakeholders regarding best practices and available resources, and participating in multi-state, regional, national and border initiatives with Federal, state, local, tribal and non-governmental partners.

1.1 State Partners

Public safety communications interoperability affects all members of the public safety and emergency management community. These key public safety stakeholders are identified in the 2012 Statewide Education and Outreach Plan Regarding Public Safety Communications Interoperability (Statewide Outreach Plan) developed by PSIC and approved by the PSCC on July 17, 2012. The Statewide Outreach Plan is available online at www.azpsic.gov/initiatives/default.htm.

AZDOHS – The Arizona Department of Homeland Security (AZDOHS), Arizona's State Administrative Agency (SAA), is responsible for homeland security functions within the State. AZDOHS developed a State Homeland Security Strategy (SHSS) and currently manages the following groups:

- Regional Advisory Councils (RACs)
- Homeland Security Senior Advisory Council (SAC)
- Interoperability Working Group (IWG) (for Interoperable Communication Grant Reviews)

The SWIC serves on the SAC and the IWG and also collaborates with AZDOHS on identifying other individuals to serve on the IWG.

DPS – The Arizona Department of Public Safety (DPS) is the primary law enforcement agency for the State of Arizona. One of DPS' divisions, the Wireless Systems Bureau (WSB) is responsible for the statewide microwave system which enables public safety communications by key State agencies statewide (and support for local law enforcement as well). DPS has also built the Arizona Interagency Radio System (AIRS) system and holds licenses to AIRS frequencies. Any public safety or service agency that wants to utilize AIRS for interoperable communications must enter into a Memorandum of

Understanding (MOU) with DPS. In accordance with its statute, PSIC consults with DPS on a regular basis regarding communications interoperability for Arizona and works to ensure a member of DPS serves on the PSCC and SIEC, whenever possible.

ADEM – The Arizona Division of Emergency Management (ADEM) within the Arizona Department of Emergency and Military Affairs (DEMA) is responsible for all aspects of emergency planning and response for the State of Arizona and works in partnership with local emergency managers to support response to incidents statewide. One aspect of ADEM's responsibilities is to serve as the State's training partner. PSIC partners with ADEM in regard to communication focused training.

State of Arizona Governance Structure for Public Safety Interoperable Communications
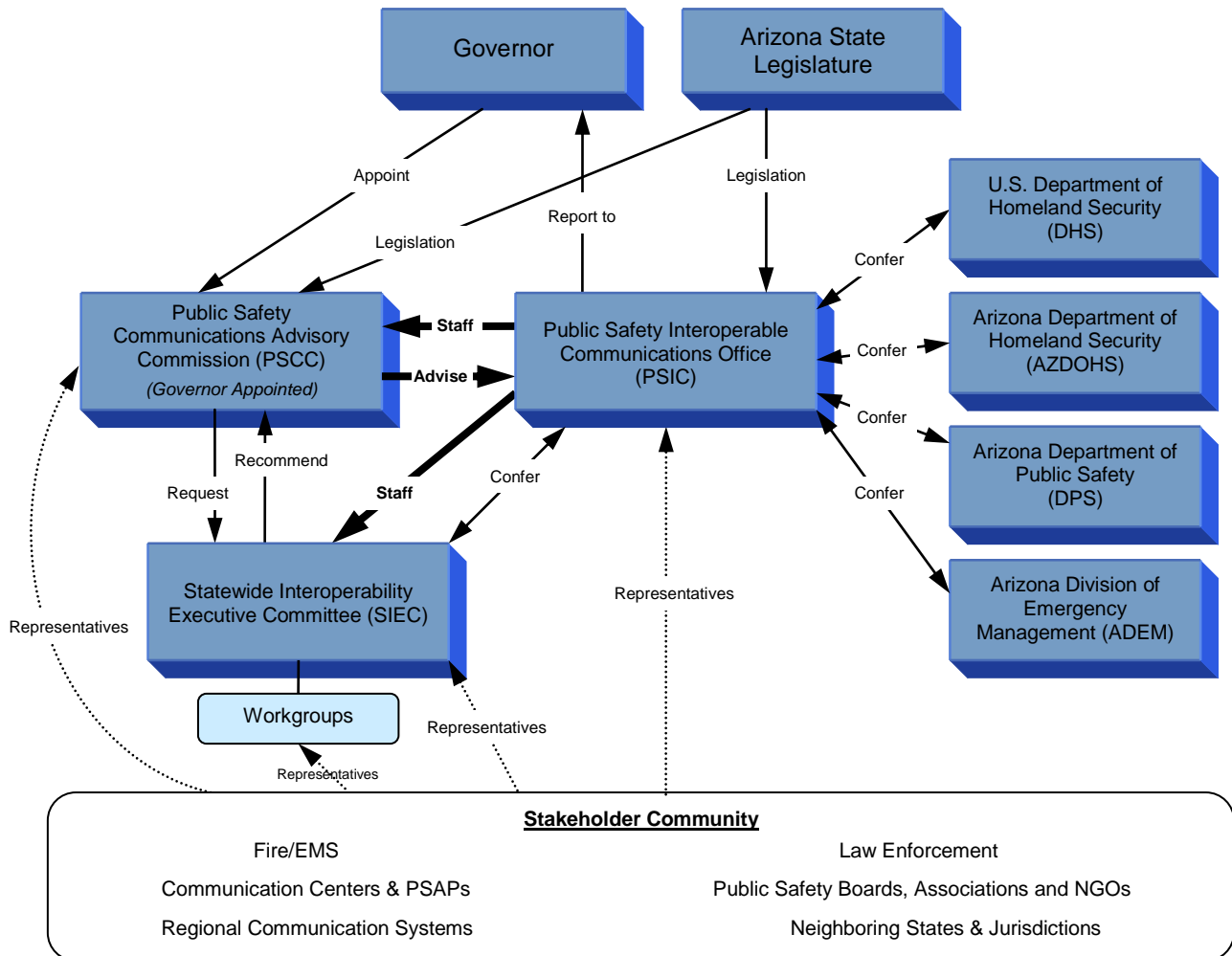
Figure 1: The PSIC Office supports advancement of interoperable communications in Arizona.

1.2 Federal Partners

OEC – The Office of Emergency Communications (OEC) is the main Federal government resource for States in regard to interoperability. Established by Congress in 2007, OEC is one of three divisions of the Office of Cybersecurity and Communications, which is a component of the National Protection and Programs Directorate (NPPD) within the United States Department of Homeland Security (DHS).

All States were required to develop and adopt statewide communications interoperability plans (SCIPs) by OEC in December 2007. SCIPs are locally-driven, multi-jurisdictional and multi-disciplinary statewide plans to enhance communications interoperability.

States are encouraged to align their SCIPs with the National Emergency Communications Plan (NECP), a national strategic plan developed by OEC and delivered to Congress in July 2008 that sets nationwide goals and objectives to improve interoperability, operability, and continuity of communications for Federal, State, local, and tribal emergency responders. The eight NECP milestones which directly apply to states relate to governance, planning, training/exercise and national interoperability channels. Arizona's SCIP illustrates how these national requirements relate to our Arizona strategic initiatives.

Arizona's SCIP is reviewed and updated annually, with feedback from stakeholders. The SCIP was updated again this calendar year, and the revised version was approved by the PSCC on July 17, 2012. Arizona's annual SCIP Implementation Report, which describes progress under the SCIP, is due to OEC this year on October 31, 2012.

OEC advances initiatives to support States' implementation of their SCIPs including annual SCIP Implementation Workshops, annual review of SCIP Implementation Reports and technical assistance offerings in support of interoperability (www.safecomprogram.gov). When a state is granted a Technical Assistance (TA) offering, PSIC coordinates with the Federal contractor to implement the awarded program. In some cases, the assistance is provided directly to the PSIC Office for a strategic initiative to benefit many stakeholders. In other cases, PSIC, in partnership with targeted AZ communities, facilitates the delivery of the TA for those communities.

OEC also fosters Federal, regional, State, local, tribal, and private sector interactions through support for the National Council of Statewide Interoperability Coordinators (NCSWIC) and related regional councils or RICs, provision of ten OEC regional coordinators, planning and implementation of conferences, conference calls, and convening of work groups.

Other Federal Agencies – The PSIC Office is actively engaged with a number of other Federal, regional, and national organizations that are involved in public safety communications issues. These organizations include:

- Association of Public-Safety Communications Officials (APCO)
- Federal Communications Commission (FCC)
- Federal Emergency Management Agency (FEMA)
- FEMA Region IX Regional Emergency Communications Coordination Working Group (RECCWG)
- National Council of Statewide Interoperability Coordinators (NCSWIC)
- National Governors Association (NGA)
- National Native American Law Enforcement Association (NNALEA)
- National Public Safety Telecommunications Council (NPSTC)
- National Telecommunications & Information Administration (NTIA)
- Southwest Border Communications Working Group (SWBCWG)
- U.S. Customs and Border Patrol (CBP)
- U.S. Department of the Interior (DOI)
- U.S. Marshall Service

2.0   ADVANCE ARIZONA'S SCIP

The second key function of the PSIC Office is to advance Arizona's SCIP. This is accomplished through planning, consulting and/or implementation or through oversight and monitoring of projects managed by others. The SCIP sets forth the lead agency for each Strategic Initiative (see Appendix A) and supporting agencies for those initiatives as well.

2.1   Planning, Consulting and Implementation

The PSIC Office conducts the following types of planning, consulting and implementation activities depending on the needs of the particular project:

- Project management, including full system life cycle activities – planning, analysis, design, development, testing, implementation
- Engage and garner input and direction from stakeholders statewide:
  - PSCC – five meetings annually
  - SIEC – five meetings annually
  - Workshops (i.e., SCIP Implementation Workshops, Regional Governance Workshops, etc.)
  - Regional Forums – as needs are identified and local interest is expressed
  - Outreach – on-going
- Confer and coordinate with State partners
- Engage Subject Matter Experts (SMEs)
- Create and distribute draft documents to interested parties for comment and refinement
- Finalize documents and obtain final approval
- Document and employ lessons learned to leverage experience among stakeholders
- Serve as a resource clearinghouse and repository
- Provide technical support
- Identify resources
- Conduct research and analysis
- Keep abreast of technology advances and options
- Collect and convey best practices from around the State and country

2.2   Project Oversight and Monitoring

ASET provides oversight on projects managed by State agencies to ensure that sound information technology, financial and business practices are followed and projects are completed on time, within budget, and with quality. ASET, in its statutory oversight capacity, receives regular status reports regarding these projects, and monitors status of key areas of concern during the intervals between those reports. In addition for projects involving public safety communications (i.e., Microwave, STR, etc.), PSIC meets regularly with key parties involved in these projects to review progress. Further, State agencies are asked to present updates regarding these projects at PSCC meetings.

OEC's governance guides recommend strong governance at the regional level in support of functional regional systems. PSIC maintains a close working relationship with the key personnel involved in Arizona regional communication systems and offers support to them as follows:

- Develop or update regional communications governance and Standard Operating Procedure (SOP) structures
- Support communications planning among Federal, State, local and tribal governments at the regional level
- Identify interoperability gaps between and among agencies and jurisdictions
- Support the identification and prioritization of regional communications initiatives to advance interoperable communications
- Continue to develop the relationship between statewide communications governance entities and evolving regional and local governance entities

The PSIC Office monitors public safety communications projects by regional partners and local stakeholders employing the following key strategies:

- Attend key project meetings
- Review project reports
- Identify risks and discuss with project sponsors
- Develop and maintain effective working relationships with agencies involved
- Stay current on changes or developments with these systems
- Identify local or regional stakeholders that have an interest in learning more about or joining other systems
- Identify best practices that can be shared among regions

2.3 2012 SCIP Initiatives and PSIC Office Roles

	ID	SCIP Section	Strategic Initiative	Term	Lead	Planning/ Consulting/ Implementation	Oversight/ Monitoring
Governance	1	5.8.1.1	Expand and Implement Interoperable Voice and Data Communications Governance Model and Plan	Short (2012)	PSIC Office	X	
	2	5.8.1.2	Develop Regional Communications Governance Structures	Medium (2013)	Regional Partners	Planning/ Consulting	X
	3	5.8.1.3	Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local and Tribal Interoperable Communications	Long	PSIC Office	X	
SOPs	4	5.8.2.1	Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions	Short (2012)	PSIC Office	X	
Technology	5	5.8.3.1	Enhance and Promote the AIRS Interoperable Communications Solution	Short (2011)	Regional Partners / SIEC	Planning/ Consulting	X
	6	5.8.3.2	Implement, Enhance and Promote Functional Regional Voice and Data Systems in Support of Interoperable Communications	Long	Regional Partners	Planning/ Consulting	X
	7	5.8.3.3	Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology	Long	DPS/ WSB		X
	8	5.8.3.4	Sustain the State STR	Short (2011)	ADEM		X
	9	5.8.3.5	Upgrade Operable Voice and Data Communication Systems for State Agencies in Support of Interoperable Communications	Long	DPS/ WSB	RICO Project Partnership	X
Training & Exercises	10	5.8.4.1	Develop and Implement a Training Plan to Address Interoperable Communications	Medium (2013)	PSIC Office	Planning/ Consulting	
	11	5.8.4.2	Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications	Medium (2013)	PSIC Office	Planning/ Consulting	
Usage & Outreach	12	5.8.5.1	Create and Implement an Education and Outreach Plan in Support of Interoperable Communications	Short (2012)	PSIC Office	X	

Table 1: SCIP Initiatives & PSIC Office Roles

A description of current projects to advance Arizona's SCIP is included in Section 6.0 below.

3.0 SUPPORT FUNDING & PREPARING REPORTS

PSIC's third major role is to support funding and prepare reports regarding the state of interoperability in Arizona.

3.1 Funding

The PSIC Office pursues or supports pursuit of funding opportunities in interoperable communications and interacts with multiple funding sources including State, Federal, local, tribal and non-governmental entities, to advance interoperability statewide.

Federal Grants – Arizona relies on grant funding to supplement local funding for implementation of interoperable communications projects. AZDOHS' website (www.azdohs.gov) contains detailed information regarding Federal homeland security grants and some that have historically funded interoperable communications related projects include:

- Border Interoperability Demonstration Project (BIDP)
- Interoperable Emergency Communications Grant Program (IECGP)
- Public Safety Interoperable Communications Grant Program (PSIC)
- State Homeland Security Grant Program (SHSGP)
- Tribal Homeland Security Grant Program (THSGP)

AZDOHS relies on PSIC as a subject matter expert in regard to public safety communications related grants to determine alignment with the SCIP. The SWIC serves on the SAC and the IWG to evaluate public safety communications related grants. The PSIC Office consults with AZDOHS after grants are awarded on technical and operational issues.

PSIC can apply for part of the State portion of selected grant programs (after management and administration costs to AZDOHS). Additionally, the PSIC Office may apply in partnership with local jurisdictions if those jurisdictions are willing to transfer funds via an MOU to PSIC. In these partnerships, PSIC provides planning, consultation, and project management services in support of improving interoperable communications in a region or statewide.

State Funding Sources –The FY07 operating budget for PSCC/PSIC when it was at DPS was $1,383,300. Due to State budget reductions, the PSIC operating budget has decreased since PSCC/PSIC was transitioned to ASET (formerly the Government Information Technology Agency [GITA]).

State funding sources are used to support the Statewide Interoperability Coordinator, staff of the PSIC office, and general operations of the PSCC, SIEC and PSIC Office. The PSIC Office was appropriated $531,500 in FY2013 to support its goal of advancing interoperable communications in Arizona.

3.2 Reporting

ARS Section 41-3542 states in relevant part:

"C. The department of public safety shall consult with the director of the department of administration or the director's designee on an ongoing basis. The director shall submit a quarterly report to the joint legislative budget committee for review regarding expenditures and progress of the commission, including a review of staff operations and preparation of requests for proposals for system detail and concept work.

D. The commission shall annually submit a report of its activities and recommendations to the governor, the speaker of the house of representatives and the president of the senate on or before December 1 and shall provide a copy of the report to the secretary of state."

The PSIC Office is responsible for preparing or supporting preparation of these reports in a timely manner as well as being ready to respond to questions regarding their content. Copies of previously submitted reports can be found at: www.azpsic.gov/library/reports.

Additionally, PSIC engages in reporting efforts with other State agencies. PSIC has consulted with AZDOHS on revisions to the State Homeland Security Strategy (SHSS), which is aligned to SCIP strategic initiatives and includes extensive focus on communications interoperability. PSIC has also provided comments to ADEM concerning interoperable communications topics in the State Emergency Response and Recovery Plan (SERRP). Other reports are also completed from time to time for national, regional or AZ organizations, as requested.

3.3   Key Funding & Reporting Activities

Key funding and reporting activities include:

- Identify and respond to grant opportunities for which the State is eligible
- Partner with local communities to respond to grant requests to support local efforts
- Review, analyze and advise AZDOHS regarding communications related grant submissions
- Respond to requests for information from the State's Budget Offices
- Comment on other plans such as the SERRP and the SHSS, in regard to communications related issues
- Submit Annual Report to the Joint Legislative Budget Committee (JLBC) regarding expenditures and progress of the PSCC
- Submit Annual Report to the Governor, Speaker of the House and President of the Senate regarding activities and recommendations of the PSCC
- Submit Annual SCIP Implementation Report to OEC describing the State's progress in achieving the initiatives and strategic vision identified in the SCIP

4.0   LOGISTICS & OPERATIONS

PSIC's fourth major role is logistics and operations. This function is carried out through continued support of the Commission, Committee and associated Workgroups.

4.1   Commission, Committee & Workgroups

The PSCC is responsible for advancing interoperable communications in support of public safety and service agencies/organizations throughout Arizona. The Commission meets five times per year and consists of a Chairman (the State CIO and ADOA Deputy Director in charge of ASET, or his designee) and 14 commissioners who are appointed by the Governor. As new Commissioners are added to the PSCC, PSIC provides them with background and documentation to enable them to understand the Commission, its history and its role.

The SIEC is the sub-committee of the PSCC responsible for technical and operational recommendations, as well as spectrum planning and management. The SIEC has five members: two SIEC Co-Chairs appointed by the PSCC and three additional members selected by the SIEC Co-Chairs.

The PSCC and SIEC have each approved an Operating Principles Document that outlines the general governing principles under which they operate. The documents are available on the PSIC website at: www.azpsic.gov/library/reports.

PSCC/SIEC meetings provide a forum for stakeholders to both inform and understand the objectives and strategies of the PSCC, SIEC, as well as Arizona's SCIP. This dialogue helps overcome barriers to the effective use of interoperable communications, including operability issues that may stand in the way of achieving interoperable communications goals.

PSCC and SIEC meeting schedules are posted on the PSIC website: www.azpsic.gov/meetings/calendar.htm.

The PSCC and SIEC may establish Workgroups as necessary. The SIEC formed and appointed members to the standing Operational, Technical, and National Incident Management System Communications Unit (NIMS-CU) Workgroups. Ad hoc Workgroups, such as SIEC's Interoperable Channel Plan Workgroup, have been and will be formed as necessary.

4.2   Key Logistics and Operations Activities

ARS Section 41-3542, Section B states:

"B. The department may:

1.   Employ personnel as required with available monies.

2.   Enter into contracts to assess, design, construct and use public safety communications systems.

3.   Accept grants, fees and other monies for use by the agency and the advisory commission.

4.   Enter into agreements to carry out the purposes of this article.

5.   Request cooperation from any state agency for the purposes of this article."

The following is a summary of some of the additional key logistics & operations roles assumed by PSIC:

- Prepare for, plan and execute the following:
    - PSCC – five meetings annually
    - SIEC – five meetings annually
    - Workshops (i.e., Annual SCIP Implementation Workshops, Regional Governance Workshops, etc.)
    - Regional Forums – as needs are identified and local interest is expressed
    - Workgroup meetings and conference calls
- Support Committee and Workgroup planning activities
- Develop and document Strategic and Tactical Plans
- Prepare contracts, Requests for Proposals (RFPs), Requests for Quotes (RFQs), purchase orders, travel requests and reimbursements as needed
- Maintain electronic distribution lists, including an interested parties list
- Maintain the PSIC website and related content, including, but not limited to:
    - Strategic Initiatives - highlights and progress
    - Public events calendar
    - Meeting calendar and related materials/documents
    - Reports, announcements, and publications of interest to stakeholders

- o Approved policies and procedures (e.g., AIRS SOP, Interoperable Channels Plan, etc.)
- Manage all public meeting notices and requests for accommodations
- Prepare written documents and communications including memoranda, letters, spreadsheets, website content, meeting minutes or summaries, white papers, policy statements, presentations, newsletters, reports, etc.
- Identify, acquire and utilize Technical Assistance (TA) resources

5.0   STAKEHOLDER ENGAGEMENT & INTERACTIONS

The PSIC Office's fifth role is stakeholder engagement and interaction. In order to advance communications interoperability across the State, PSIC must have effective dialogue with all public safety stakeholders in Arizona. The goal of stakeholder engagement and interaction activities is bi-directional communication with public safety and service agencies/organizations to:

- Enable PSCC/SIEC/PSIC Office to understand stakeholder needs, desires, limitations and advances in interoperable communications statewide; and
- Identify mechanisms by which important interoperable communication information can be shared with all stakeholders.

Our objectives are as follows:

- Engage Stakeholders – PSIC will promote collaboration among members of public safety and service agencies/organizations at all levels of government throughout Arizona in an effort to advance interoperable communications, including bringing stakeholders together for mutual benefit.
- Share Information – The PSIC Office will support stakeholder efforts to make advances in interoperable communications by informing, educating, and consulting with policy makers and practitioners, including communicating strategies, successes and lessons learned.
- Identify Needs and Resources – Through stakeholder engagement and information sharing, PSIC will also identify unmet needs. These needs will be presented to the PSCC and SIEC to obtain recommendations regarding addressing these needs.
- Focus Statewide – The PSIC Office's stakeholder engagement efforts will be focused on covering as much of the State and meeting with as many agencies as possible to assess and impact the status of interoperable communications statewide and bring back information to the PSCC, SIEC and the PSIC Office for consideration. Part of this effort will entail PSIC staff support of public safety interoperable communication components of exercises and incidents, when requested by local jurisdictions and following established procedures for such activities.
- Foster Partnerships – It is critical that partnerships be created with our stakeholders. These partnerships allow the PSIC Office to leverage the knowledge and expertise of others to advance interoperability. In addition, key individuals in each community can share interoperable communication information with their constituencies.
- Increase Awareness of and Involvement in PSCC/SIEC Meetings – Promoting participation in PSCC, SIEC and Workgroup activities will result in more effective dialogue and advancement of Arizona's strategic interoperable communications initiatives. To this end, the PSIC Office will:
  - o Place meeting agendas and handouts on-line in advance of meetings to encourage attendance

- o Include a public comment section on every agenda
- o Send a notice of each meeting to the PSCC Interested Parties List
- o Include a regional update section on most PSCC agendas and encourage regular updates from the regions
- o Conduct a strategy meeting at which all members of the community can actively participate (this may be a half day or full day long meeting, held annually)
- o Enable conference call dial in to PSCC and SIEC meetings from anywhere in the State
- o Explore the possibility of webinar type solutions for key meetings to enable broader participation
- o Try to hold meetings in other parts of the State from time to time to expand reach and encourage engagement

5.1 Statewide Education and Outreach Plan

The 2012 Statewide Education and Outreach Plan Regarding Public Safety Communications Interoperability ("Statewide Outreach Plan") was approved by the PSCC on July 17, 2012. This Statewide Outreach Plan was drafted by the PSIC Office. The purpose of the Plan is to:

- Provide information and resources to emergency response policy makers and practitioners about interoperable communications initiatives and directives that impact the State.
- Describe the roles, responsibilities and opportunities for involvement of the PSCC, SIEC, regional partners and all Federal, State, local and tribal agencies/organizations in education and outreach about interoperable communications.
- Encourage participation and give direction to stakeholders for supporting education and outreach activities regarding Arizona's interoperable communications initiatives.

In addition to general outreach suggestions regarding communications interoperability, the Statewide Outreach Plan highlights specific targeted interoperability topics of immediate high priority. The topics, which are presented with background information and supporting materials, are:

1. FCC Narrowbanding Compliance
2. National Public Safety Broadband Network (NPSBN)
3. NECP Gap Closure (Regional Interoperability Planning: CASM, TICPs, SCMPs and Other Resources)

It is the aim of the Statewide Outreach Plan that stakeholders in all areas of public safety will combine efforts, leverage their expertise, share success stories and work in partnership to move the State forward in achieving communications interoperability.

6.0   CURRENT PSIC PROJECTS TO ADVANCE ARIZONA'S SCIP

In addition to the activities detailed in other sections, the PSIC Office has numerous projects planned to advance the State's SCIP in accordance with Section 2.0 above. A listing of these key projects, in reference to SCIP strategic initiatives and objectives, is included in Appendix D.

6.1 Governance

Annual SCIP Update and Annual PSIC Office Plan Development – As the fundamental strategy document for Arizona's public safety community in regard to public safety communications

interoperability, the Statewide Interoperable Communications Plan (SCIP) is updated annually including public comment periods and input from the SIEC and PSCC (in fashioning those updates).

This Office Plan will also be reviewed annually, with consideration given to SCIP and Statewide Outreach Plan updates, as well as evolving projects and operations, and revised accordingly for subsequent State fiscal years.

Technical Assistance (TA) Support – Each year, after the release of the OEC TA Catalog, the PSIC Office identifies suitable Technical Assistance offerings for the State through a process of stakeholder feedback solicitation and analysis. The appropriate TA offerings to be requested is determined based on stakeholder feedback, availability of other sources of funding for priority projects and evaluation of which TAs appropriately support planned SCIP initiatives including identified gaps.

PSIC is currently supporting a number of FFY 2012 TAs granted by Federal DHS to Arizona:

- RCES-SCMP: Regional Communications Enhancement Support – Strategic Communications Migration Plan for the Regional Wireless Cooperative (RWC) and Topaz Regional Wireless Cooperative (TRWC)
- TIC-WKSP: Tactical Interoperable Communications Plan (TICP) Development Support for La Paz County
- OP-TEPW: Interoperable Communications Training and Exercise Plan Workshop

The FFY 2013 Technical Assistance Catalog is scheduled to be released during the third quarter of 2012, and requests will be due by August 31, 2012. The PSIC Office will solicit and analyze stakeholder feedback to identify and request appropriate offerings.

Regional Governance Advancement, Including Population of CASM and Development of TICPs and Strategic Communications Migration Plans (SCMPs) – PSIC will continue efforts to advance regional governance in support of interoperable communications in Arizona. PSIC efforts will focus on assisting counties with reviewing existing interoperability governance structures/documentation, supporting development of SCMPs (formerly Regional Interoperable Communications Plans [RICPs]), and consultation with regional systems to improve processes. PSIC will also continue planning, consulting and outreach activities to support local jurisdictions in development of complete and updated TICPs and utilization of the CASM tool.

County	TICP Completed
Apache	To be developed 2012/2013
Cochise	September 2011
Coconino	April 2012
Gila	Scheduled for 2013
Graham	Scheduled for 2013
Greenlee	Scheduled for 2013
La Paz	Anticipated completion 2012
Maricopa / Central AZ Region*	April 2012
Mohave	May 2011
Navajo	To be developed 2012/2013
Pima	March 2010
Pinal	March 2011
Santa Cruz	To be developed 2012/2013
Yavapai	Scheduled for 2013
Yuma	October 2009 – Anticipated update: 3Q 2012

*formerly the Phoenix UASI TICP, August 2006

NECP Goal Two AAR Gap Closure – This project will address interoperable communications gaps that were identified during the 2011 NECP Goal Two Assessment process and help to increase regional alignment and compliance with the NECP. Activities to be conducted as part of this project will include:

- Develop and implement action plans to address objectives, initiatives and milestones identified in the NECP
- Develop, coordinate, and share best practices and procedures that encompass both operational and technical components
- Develop, refine and distribute interoperable communications processes and procedures
- Develop Strategic and Tactical Plans to improve interoperable communications
- Facilitation of workshops, meetings and outreach among public safety stakeholders at the local and regional level to create a common understanding and consensus on operating norms and barriers to interagency communication during events requiring interoperable response level communications
- Build partnerships, trust and communication between stakeholders to improve the management of events requiring interoperability

Broadband Leadership and Monitoring – On February 22, 2012, the President signed the Middle Class Tax Relief and Job Creation Act of 2012 (H.R. 3630), which includes legislation to create the National Public Safety Broadband Network (NPSBN). To assure the State of Arizona is prepared to participate in the NPSBN, PSIC is tracking the progress and activity of the FCC, OEC, NTIA, and Public Safety Spectrum Trust (PSST) and serving as the central point of contact for Arizona to ensure that all interested parties get uniform and consistent information about our processes and plans and that we become aware of all interested parties.

PSIC and ADOA-ASET in conjunction with the PSCC, have taken the lead in developing public safety broadband strategy and recommendations to be presented to the Governor's Office. PSIC is garnering input and advice from PSCC, SIEC, Digital Arizona (ADOA-ASET), 9-1-1 Office (ADOA-ASET), DPS, AZDOHS and stakeholders statewide as well as contacting other states and participating at the Federal level in researching and developing recommendations. PSIC staff continue to participate in the following meetings and working groups to aid in establishing the requirements and overall design of the NPSBN:

- Public Safety Spectrum Trust – Operator Advisory Council (PSST-OAC)
- NPSTC Broadband Working Groups
- National Public Safety Telecommunications Council
- Association of Public Safety Communications Officials (APCO)

6.2 SOPs

Policies, Standards and Procedures (PSP) Project – PSIC is working toward the establishment of a reliable PSP framework that enables stakeholders to implement interoperability projects consistently across the state. Development of this framework includes the solicitation and involvement of the SIEC's technical and operational Workgroups. Drafts of the PSPs are reviewed by Workgroups and posted online for public comment before being presented to the SIEC and/or PSCC for approval. A list of approved interoperable communications documents is included in Appendix E.

Areas of planned focus include:

- Implementation of the newly developed PSCC/SIEC PSP template
- Arizona Broadband Framework and Implementation Planning Development
- Arizona Regional All-Hazards Communications Unit Leader (COML) Recognition Procedure (annual update underway to expand the scope to include all positions within the All-Hazards Communications Unit that have an associated DHS approved curriculum and Position Taskbook)
- NIMS-CU Policies and Procedures (annual update underway)
- Communications Unit Training Coordination Procedure (update in process)
- Interoperable Channels Plan and Priority Programming Guide (update as necessary)
- Arizona Interagency Radio System (AIRS) Improvement and Sustainability Plan (new)

Regional Communication Systems Connections (RCSC) Project – The RCSC project will enable direct one-to-one communications across Arizona's regional public safety communication systems for select key mutual aid responders. Each Arizona regional public safety communications system will be connected through Conventional Channel Gateways (CCGWs) and at least 4 channels will be set aside in each system for cross-system communications. The Yuma Regional Communications System (YRCS) and the Arizona Department of Public Safety (DPS) have been connected using CCGW gateways for over a year. DPS reports that the resulting functionality is very useful for members of task forces who need to travel in the territories of multiple regional communication systems. The joint IGA has been developed and signed by the participating radio system governing entities. The build out will proceed as the Thompson Peak site is completed.

6.3 Technology

AIRS Improvement and Sustainability Plan – AIRS radio frequencies are designed to be used in the event of a multi-agency operation requiring the use of common State radio channel(s), specifically for the purpose of coordinating activities during identified incidents. Although the AIRS build-out is complete, agencies that desire additional coverage in their region may purchase and install equipment to expand the current AIRS system. For this project, PSIC, in collaboration with DPS and the SIEC, will develop a procedure to establish requirements for the integration of locally procured AIRS site communications infrastructure into the AIRS system in order to improve coverage.

The AIRS Improvement and Sustainability Procedure will provide guidance to include:

- Roles and responsibilities of SIEC, PSIC, DPS and the agency requesting to add infrastructure to the AIRS system;
- Ongoing Maintenance Responsibilities;
- Support Documentation; and
- Review & Approval process

Support of Regional Communication Systems – PSIC monitors existing regional communication systems and works to advance regional collaboration in additional communities. PSIC attends key meetings of the Regional Wireless Cooperative (RWC), TOPAZ Regional Wireless Cooperative (TRWC), Yuma Regional Communications System (YRCS), Pima County Wireless Integrated Network (PCWIN), etc. and maintains close working relationships with these regional partners. In addition, each regional system is given the opportunity to update the PSCC at least annually.

Oversight of AIRS, Microwave, STR and Other State Projects – The PSIC Office continues to oversee and monitor developments for these technology projects:

- AIRS Suites (Installation, Replacement, Movement, Etc.) – oversee (based on input from the SIEC) issues with AIRS Suites, supported by DPS

- Statewide Microwave Backbone Infrastructure Upgrade to Digital Technology – oversee the microwave backbone digital upgrade project by DPS/WSB

- Oversight Sustainment of Strategic Technology Reserve (STR) – oversee the STR project sustainment by ADEM

Border Interoperability Demonstration Project (BIDP) Oversight – OEC established a BIDP grant that was awarded in Arizona to the YRCS for the Yuma Full Voice and Data Integration Demonstration Project in 2011. This project will test new approaches to enhance interoperable communications capabilities in real-world conditions. OEC will work with BIDP award recipients and communities to document lessons learned, capture challenges and successes, and share information throughout the process. The PSIC Office will provide support for this project by participating in key meetings, tracking progress, scheduling regular updates to the PSCC, attending OEC sponsored BIDP workshops and providing technical advice to AZDOHS in their oversight of the project.

Additionally, PSIC is assisting the Yuma Project with requests for BIDP Technical Assistance through administrative efforts and coordination with Federal contractors for the delivery of awarded offerings. A request for Technical Assistance to update the Yuma countywide TICP was approved by OEC in January 2012. The full-day TICP update was held on June 6, 2012, and officials are working to finalize the TICP for countywide approvals. Additional assistance has been requested for: development of a Tactical Interoperable Field Operations Guide (TICFOG), including material from the updated TICP; and delivery of a COML course.

State Agency Operability/Interoperability Project Oversight – DPS is working on a State Agency Operability/Interoperability Project in partnership with ADOT, YRCS and PSIC. PSIC will continue to provide monitoring of this project.

RICO Sub-Project – At its September 2010 meeting, the PSCC approved a recommendation by PSIC for use of $2.2 Million in Racketeer Influenced and Corrupt Organizations (RICO) funds for the advancement of communications interoperability along the southern Arizona border. Approval for the RICO Project was also granted by the Information Technology Authorization Committee (ITAC) and JLBC.

The project is a cooperative effort by YRCS and DPS to deploy standards-based P25 communications capability at six key transmitter sites along the southern region, supported by DPS' upgraded digital microwave system. The project will provide high-level connectivity for existing and developing communications systems in the region. This will increase interoperability capabilities during multi-jurisdictional, multi-agency response and recovery, and mitigate impacts from critical incidents.

A Memorandum of Understanding (MOU) and a draft Standard Operating Procedure (SOP) for identified agencies to utilize the Southeastern Shared Talk Group have been developed, and letters of interest were sent to those agencies with an invitation to sign the MOU, accept/install the free equipment, assist in finalizing the SOP and begin usage of the Southeastern Shared Talk Group.

The PSIC Office reports progress on the RICO Sub-Project to the PSCC, ITAC and JLBC.

6.4 Training & Exercises

COML and COMT Trainings –Trained All-Hazards Communications Unit Leaders (COMLs) and Communications Unit Technicians (COMTs) familiar with their local communications plan and environment can provide critical assistance to jurisdictions as they plan, train and exercise to meet NECP and local goals.

The All-Hazards COML and COMT courses are designed to provide DHS approved NIMS-compliant instruction to ensure that every State/Territory has trained personnel capable of providing on-scene emergency communications and technical assistance to emergency response professionals during a multi-jurisdictional response or planned event. The PSIC Office, in coordination with ADEM and SIEC's NIMS-CU Workgroup, developed the Arizona Communications Unit Training Coordination Procedure, which has served as a guide for offering consistent and timely delivery of these training courses to qualified individuals statewide.

This project enhances emergency responder skills and capabilities by providing All-Hazards COML and COMT courses. Six All-Hazards COML training courses were conducted during State FY 2012, bringing the total number of individuals who have completed the training in Arizona since 2009 to 186. Two All-Hazards COMT courses were also conducted, training 32 qualified Arizona students. Five of the COML courses and both COMT courses were coordinated by the PSIC Office, in coordination with the counties where the training was offered.

Whenever possible, AZ Instructors are utilized for the training offerings, in accordance with the Arizona Communications Unit Training and Coordination Procedure. There are currently eight OEC Approved COML Instructors in AZ, and use of this cadre of individuals allows local subject matter experts to be leveraged, in addition to keeping delivery costs low.

COML Training Field Day – The primary objective of this project is to address gaps in the implementation of the State's All-Hazards COML training program. The Field Day will provide attendees who have completed the initial classroom training with specialized training and hands on experience to complete certain required All-Hazards COML Task Book activities. The project will be coordinated with SIEC's NIMS-CU Workgroup. Examples of training activities to be covered during the field day include:

- Set up of portable repeaters, remotes, gateways (ACU-1000, Ipix, etc.), radio/wire based links
- Radio programming and cloning of multiple radio brands
- Operational testing for communications equipment
- Training on and familiarization with available State and regional assets

Advancement of Regional All-Hazards COML Recognition Program – The Arizona Regional All-Hazards COML Recognition Program was approved by the SIEC and PSCC in 2010. The NIMS-CU Workgroup, supported by the PSIC Office, is formally tasked with reviewing the qualifications of each applicant seeking recognition or renewal of recognition as an Arizona Regional All-Hazards COML and awarding recognition to qualified applicants. PSIC maintains a database of approved Arizona Regional All-Hazards COMLs, available online at: www.azpsic.gov/library/coml.

The Workgroup is in the process of revising and reaffirming policies and procedures, which is done annually. Under the direction of the SIEC, the COML Recognition Program is being expanded to include all positions within the All-Hazards Communications Unit that have an associated DHS approved curriculum and All-Hazards Position Taskbook (e.g., COML, COMT). This expansion will eventually accommodate other positions within the All-Hazards Unit, such as the Radio Operator (RADO) and

Incident Communications Center Manager (INCM), when they have associated courses and Taskbooks. Document revisions will be presented to the SIEC and PSCC as appropriate.

The COML Recognition Program has also received attention at the national level. OEC, in collaboration with NCSWIC, has identified state programs that represent best practices and will be featured in nationwide webinars. The webinars will present varying approaches to help SWICs gain a better understanding of how COMLs are becoming credentialed in other areas of the country in order to create or improve their own state processes. Arizona's Recognition Program is considered one of a handful of national models, and the AZ SWIC and PSIC Office are working with OEC and NCSWIC to develop webinar content. Delivery of the webinar will complement efforts by the PSIC Office to provide resources and assistance to other states that are currently developing their COML recognition programs.

AIRS Training – The PSIC Office continues to respond to requests from local and tribal jurisdictions for AIRS training materials, which are available online at: www.azpsic.gov/library/airs. The materials include a training DVD produced in cooperation with the Phoenix Fire Department, AIRS lesson plan, AIRS National Interoperability Field Operations Guide (NIFOG) stickers and an AIRS training Presentation.

Interoperable Communications Training & Exercise Strategy – PSIC will work in partnership with stakeholders statewide to incorporate additional interoperable communications components into public safety and service agencies training programs and exercises. As required by the Communications Unit Training and Coordination Procedure, PSIC will continue to coordinate with ADEM to offer Communication Unit training courses in accordance with State and federal requirements.

6.5   Usage & Outreach

Outreach – Through stakeholder outreach and engagement activities, the PSIC Office will continue to provide assistance and educate agencies on interoperability, including these topics, which were identified as areas of priority in the 2012 Statewide Outreach Plan:

- FCC Narrowbanding Compliance – "Narrowbanding" refers to a requirement by the FCC that all existing licensees on the VHF and UHF Spectrum implement equipment designed to operate on channel bandwidths of 12.5 kHz or less. Public safety licensees will need to convert or replace their existing VHF and UHF wideband (25 kHz) systems on or before January 1, 2013.

- National Public Safety Broadband Network (NPSBN) – Broadband refers to advanced communications systems capable of providing high-speed transmission of data, voice, and video over the Internet and other networks. Signed into law by the President in February 2012, includes provisions to fund and govern the NPSBN, the goal of which is to provide a secure, reliable and dedicated interoperable network for emergency responders to communicate during an emergency. We are planning our Arizona Public Safety Broadband Network (AZPSBN) outreach and education to go along with the national planning effort under the State and Local Implementation Planning Grant program which is part of the legislation.

- NECP Gap Closure (Regional Interoperability Planning: CASM, TICPs & SCMPs, AIRS, and Other Resources) – The NECP defines three goals that establish a minimum level of interoperable communications for Federal, State, local, and tribal agencies. Goals 1 and 2 have been completed, and guidelines regarding demonstrating compliance with Goal 3 have not been released by Federal DHS.

NECP Goal Two assessments were an important step in Arizona's ongoing efforts to assess progress and improve interoperable emergency communications. As a result of the assessments, the PSIC Office published the Arizona Compendium of Findings and Recommendations from National Emergency Communications Plan (NECP) Goal 2 Observations, which documents the key findings from all of the NECP Goal Two observations and includes the best practices, lessons learned, and recommendations developed by the observation teams.

Continued efforts by Arizona counties to enter data into CASM, complete or update TICPs, develop strategic communications plans, and utilize resources such as AIRS and the Interoperable Channels Plan and Priority Programming Guides will directly influence future emergency communications capabilities.

Annual Statewide Outreach Plan Update – The Statewide Outreach Plan will be reviewed and updated in 2013 to ensure that content and efforts are consistent with SCIP initiatives and identified priorities.

7.0 PSIC STAFF

7.1 State Personnel

The current State Budget for PSIC allows for 4 full time employees (FTEs). Only 3 of the 4 funded positions are currently filled. 1 & 1/2 to 3 contract personnel funded by general funds, grants or a combination are used perform the activities outlined in this Office Plan.

AZ 2012 Statewide Communications Interoperability Plan (SCIP)
Strategic Initiatives & Supporting Objectives

Category	ID	SCIP Section	Strategic Initiative & Supporting Objectives	Priority	Term	Lead
Governance	1	5.8.1.1 1) 2)	**Expand and Implement Interoperable Voice and Data Communications Governance Model and Plan** Conduct an annual review and update the SCIP as needed Continue to develop the relationship between and among statewide governance entities and evolving regional and local governance entities	High	Short (2012)	PSIC Office
Governance	2	5.8.1.2 1) 2)	**Develop Regional Communications Governance Structures** Develop TICPs and expand the utilization of CASM Support tactical and strategic communications planning among federal, state, local, and tribal governments at the regional interstate level (NECP milestone)	Medium	Medium (2013)	Regional Partners
Governance	3	5.8.1.3 1) 2) 3) 4) 5)	**Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local and Tribal Interoperable Communications** Promote compliance with state, local and tribal objectives and milestones as listed in the NECP Support assessment/demonstration of NECP goals at the state, local, and tribal level Support implementation of FEMA and OEC initiatives Promote compliance with evolving national public safety broadband standards and structures Support narrowbanding in compliance with FCC mandates	Medium	Long	PSIC Office
SOPs	4	5.8.2.1 1) 2) 3) 4) 5) 6)	**Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions** Develop a statewide interoperable communications PSP Framework Develop consistent interoperable communications SOPs and SOP templates Implement developed SOPs statewide Implement technical solutions to comply with established statewide PSPs Develop a statewide public safety broadband integration/implementation strategy and related standards Promote the use of plain language and decrease dependence on the use of coded substitutions (NECP milestone)	High	Short (2012)	PSIC Office
Technology	5	5.8.3.1 1) 2)	**Enhance and Promote the AIRS Interoperable Communications Solution** Provide enhanced AIRS coverage in areas requiring additional support Develop and Implement an AIRS Improvement and Sustainability Plan	Medium	Short (2012)	Regional Partners / SIEC
Technology	6	5.8.3.2 1) 2) 3) 4) 5) 6)	**Implement, Enhance and Promote Functional Regional Voice and Data Systems in Support of Interoperable Communications** Encourage partnerships in regional shared systems Support the development of new regional shared systems Provide enhancements to existing regional shared systems Develop interoperability connections between regional shared systems Develop regional strategic technology assets and other communications redundancies Program national interoperability channels into emergency responder radios (NECP milestone)	High	Long	Regional Partners
Technology	7	5.8.3.3 1) 2) 3) 4)	**Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology** Complete the Microwave Southern Loop Connectivity (2010 - Complete) Complete the Microwave Southwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northern Loop Connectivity (subject to funding availability)	High	Long	DPS/WSB
Technology	8	5.8.3.4 1) 2) 3) 4)	**Sustain the State STR** Pre-position and secure mobile interoperable communications assets for immediate deployment to impacted areas statewide in an emergency or major disaster Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure Augment COG capabilities by providing a reserve of communications assets to government officials Define alternate/backup capabilities in ECPs (NECP milestone)	Medium	Medium (2015)	ADEM
Technology	9	5.8.3.5 1) 2) 3)	**Upgrade Operable Voice and Data Communication Systems for State Agencies in Support of Interoperable Communications** Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR communications in support of statewide interoperability Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications Implement upgrades to operable communication systems for State Agency Users in support of interoperable communications	High	Long	DPS/WSB
Training & Exercises	10	5.8.4.1 1) 2) 3) 4) 5)	**Develop and Implement a Training Plan to Address Interoperable Communications** Develop regional multi-year communications-focused T&EPs Develop a statewide multi-year communications-focused T&EP Implement AIRS training statewide Implement the COML Training and Recognition Program and develop Arizona based federally approved COML instructors Implement a COMT Training Program and determine a credentialing protocol	Medium	Medium (2013)	PSIC Office
Training & Exercises	11	5.8.4.2 1) 2) 3)	**Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications** Develop regional multi-year communications-focused T&EPs Develop a statewide multi-year communications-focused T&EP Conduct exercises focused on or incorporating interoperable communications	Medium	Medium (2013)	PSIC Office
Usage & Outreach	12	5.8.5.1 1) 2) 3) 4)	**Create and Implement an Education and Outreach Plan in Support of Interoperable** Develop and implement a statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners Provide outreach to all stakeholders regarding NECP requirements and timelines Provide outreach to all stakeholders regarding public safety broadband Provide outreach to all stakeholders regarding FCC narrowbanding requirements and timelines	Medium	Short (2012)	PSIC Office

APPENDIX B – ALIGNMENT OF SCIP INITIATIVES WITH ARIZONA STATUTES

	ID	SCIP Section	Strategic Initiative	PSCC Statute 41-3542.A						
				1	2	3	4	5	6	7
Governance	1	5.8.1.1	Expand and Implement Interoperable Voice and Data Communications Governance Model and Plan	X	X	X	X	X	X	
	2	5.8.1.2	Develop Regional Communications Governance Structures	X	X	X	X	X		X
	3	5.8.1.3	Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local and Tribal Interoperable Communications	X	X	X	X	X	X	X
SOPs	4	5.8.2.1	Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions	X	X	X	X	X	X	X
Technology	5	5.8.3.1	Enhance and Promote the AIRS Interoperable Communications Solution	X	X	X	X	X	X	X
	6	5.8.3.2	Implement, Enhance and Promote Functional Regional Voice and Data Systems in Support of Interoperable Communications	X	X	X	X	X		X
	7	5.8.3.3	Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology	X	X		X			
	8	5.8.3.4	Sustain the State STR	X	X		X			
	9	5.8.3.5	Upgrade Operable Voice and Data Communication Systems for State Agencies in Support of Interoperable Communications	X	X	X	X	X		X
Training & Exercises	10	5.8.4.1	Develop and Implement a Training Plan to Address Interoperable Communications		X	X	X	X	X	X
	11	5.8.4.2	Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications		X	X	X			
Usage & Outreach	12	5.8.5.1	Create and Implement an Education and Outreach Plan in Support of Interoperable Communications		X	X	X			

APPENDIX C – ALIGNMENT OF PSIC'S KEY FUNCTIONS WITH ARIZONA STATUTES

PSIC Office Key Function	PSCC Statute 41-3542									
	A.1	A.2	A.3	A.4	A.5	A.6	A.7	B	C	D
Arizona's Interoperability Representative	X	X			X		X		X	X
Advance Arizona's SCIP	X	X	X	X	X	X	X	X		X
Support Funding & Preparing Reports			X	X	X			X	X	X
Logistics & Operations				X	X	X	X	X	X	X
Stakeholder Engagement & Interactions	X	X	X			X	X	X	X	

	ID	SCIP Section	Strategic Initiative & Supporting Objectives	PSIC Projects
Governance	1	5.8.1.1 1) 2)	**Expand and Implement Interoperable Voice and Data Communications Governance Model and Plan** Conduct an annual review and update the SCIP as needed Continue to develop the relationship between and among statewide governance entities and evolving regional and local governance entities	• Annual SCIP Update • PSIC Office Plan Update
Governance	2	5.8.1.2 1) 2)	**Develop Regional Communications Governance Structures** Develop TICPs and expand the utilization of CASM Support tactical and strategic communications planning among federal, state, local, and tribal governments at the regional interstate level (NECP milestone)	• Regional Governance Advancement • Development of TICPs, CASM and SCMPs (formerly RICPs)
Governance	3	5.8.1.3 1) 2) 3) 4) 5)	**Implement a Strategy for Supporting National Level Goals Applicable to Regional, State, Local and Tribal Interoperable Communications** Promote compliance with state, local and tribal objectives and milestones as listed in the NECP Support assessment/demonstration of NECP goals at the state, local, and tribal level Support implementation of FEMA and OEC initiatives Promote compliance with evolving national public safety broadband standards and structures Support narrowbanding in compliance with FCC mandates	• NECP Goal Two AAR Gap Closure • Broadband Leadership and Monitoring
SOPs	4	5.8.2.1 1) 2) 3) 4) 5) 6)	**Establish a PSP Framework, and Implement PSPs, Including SOPs, for Statewide Interoperable Communications Solutions** Develop a statewide interoperable communications PSP Framework Develop consistent interoperable communications SOPs and SOP templates Implement developed SOPs statewide Implement technical solutions to comply with established statewide PSPs Develop a statewide public safety broadband integration/implementation strategy and related standards Promote the use of plain language and decrease dependence on the use of coded substitutions (NECP milestone)	• Policies, Standards, and Procedures Projects (see list in Section 6.2) • Regional Communication Systems Connections (RCSC) Project
Technology	5	5.8.3.1 1) 2)	**Enhance and Promote the AIRS Interoperable Communications Solution** Provide enhanced AIRS coverage in areas requiring additional support Develop and Implement an AIRS Improvement and Sustainability Plan	• AIRS Improvement and Sustainability Plan
Technology	6	5.8.3.2 1) 2) 3) 4) 5) 6)	**Implement, Enhance and Promote Functional Regional Voice and Data Systems in Support of Interoperable Communications** Encourage partnerships in regional shared systems Support the development of new regional shared systems Provide enhancements to existing regional shared systems Develop interoperability connections between regional shared systems Develop regional strategic technology assets and other communications redundancies Program national interoperability channels into emergency responder radios (NECP milestone)	• Support of Regional Communication Systems • Project Oversight - Border Interoperability Demonstration Project (BIDP)
Technology	7	5.8.3.3 1) 2) 3) 4)	**Upgrade the Statewide Microwave Backbone Infrastructure to Digital Technology** Complete the Microwave Southern Loop Connectivity (2010 - Complete) Complete the Microwave Southwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northwestern Loop Connectivity (subject to funding availability) Complete the Microwave Northern Loop Connectivity (subject to funding availability)	• Project Oversight - Microwave
Technology	8	5.8.3.4 1) 2) 3) 4)	**Sustain the State STR** Pre-position and secure mobile interoperable communications assets for immediate deployment to impacted areas statewide in an emergency or major disaster Provide redundant communications assets which can reconstitute basic public safety/service communications in the event of a catastrophic communication failure Augment COG capabilities by providing a reserve of communications assets to government officials Define alternate/backup capabilities in ECPs (NECP milestone)	• Project Oversight - STR
Technology	9	5.8.3.5 1) 2) 3)	**Upgrade Operable Voice and Data Communication Systems for State Agencies in Support of Interoperable Communications** Develop a plan to provide State Agency Users with continued access to operable public safety/service LMR communications in support of statewide interoperability Implement immediate solutions to enhance operable communication systems for State Agency Users in support of interoperable communications Implement upgrades to operable communication systems for State Agency Users in support of interoperable communications	• Project Oversight - State Agency Operability/Interoperability Project • RICO Sub-Project
Training & Exercises	10	5.8.4.1 1) 2) 3) 4) 5)	**Develop and Implement a Training Plan to Address Interoperable Communications** Develop regional multi-year communications-focused T&EPs Develop a statewide multi-year communications-focused T&EP Implement AIRS training statewide Implement the COML Training and Recognition Program and develop Arizona based federally approved COML instructors Implement a COMT Training Program and determine a credentialing protocol	• COML/COMT Trainings • COML Field Day • Communications Unit Recognition Program Advancement • AIRS Training (on-going)
Training & Exercises	11	5.8.4.2 1) 2) 3)	**Develop and Implement a Strategy for Exercises Focused on or Incorporating Interoperable Communications** Develop regional multi-year communications-focused T&EP Develop a statewide multi-year communications-focused T&EP Conduct exercises focused on or incorporating interoperable communications	• Interoperable Communications Training & Exercise Strategy
Usage & Outreach	12	5.8.5.1 1) 2) 3) 4)	**Create and Implement an Education and Outreach Plan in Support of Interoperable Communications** Develop and implement a statewide Education and Outreach Plan in support of interoperable communications that describes the plan for encouraging collaboration and educating policy makers and practitioners Provide outreach to all stakeholders regarding NECP requirements and timelines Provide outreach to all stakeholders regarding public safety broadband Provide outreach to all stakeholders regarding FCC narrowbanding requirements and timelines	• Outreach: Broadband, NECP Goals, Narrowbanding • Annual Outreach Plan Update

APPENDIX E – APPROVED ARIZONA INTEROPERABLE COMMUNICATIONS DOCUMENTS

Document Title	Web Page Link	Approval Requirements	
		SIEC	**PSCC**
Governance			
Public Safety Communications Advisory Commission Operating Principles Document	http://www.azpsic.gov/library/reports/default.htm		Approve
PSIC Office Plan - FY2013	http://azpsic.gov/		
Statewide Communications Interoperability Plan (SCIP) - 2012	http://www.azpsic.gov/initiatives/default.htm		Approve
Statewide Interoperability Executive Committee Operating Principles Document	http://www.azpsic.gov/library/reports/default.htm	Approve	
Technology			
Arizona Interagency Radio System (AIRS) Improvement and Sustainability Plan	http://www.azpsic.gov/library/airs/	Approve	
Arizona Interagency Radio System (AIRS) MOU (maintained by DPS - Revised January 2012)	http://www.azpsic.gov/library/airs/		
Arizona Interagency Radio System (AIRS) State Plan SOP	http://www.azpsic.gov/library/airs/	Approve	Approve
Arizona Interoperable Channels Plan	http://www.azpsic.gov/library/standards/default.htm	Approve	Approve
Arizona Statewide Interoperable Channel Plan - Priority Programming Guides	http://www.azpsic.gov/library/standards/default.htm	Approve	
Land Mobile Radio Minimum Equipment Standard	http://www.azpsic.gov/library/standards/default.htm	Approve	Approve
Training & Exercises			
Arizona All-Hazards Communications Unit Training Coordination Procedure	http://www.azpsic.gov/library/standards/default.htm	Approve	
Arizona Regional All-Hazards Communications Unit Recognition Procedure	http://www.azpsic.gov/library/coml/	Approve	Approve
NECP Goal Two Performance Assessment Guide	http://www.azpsic.gov/library/necp/		Approve
NIMS Communications Unit Workgroup Policies and Procedures	http://www.azpsic.gov/library/coml/	Approve	
Usage & Outreach			
Arizona Statewide Education and Outreach Plan Regarding Public Safety Communications Interoperability	http://www.azpsic.gov/initiatives/default.htm		Approve
Fire Mutual Aid Licensing & Statewide Usage (Maintained by Arizona Fire Chiefs Association Fire Service Mutual Aid Committee - Revised July 2008)	http://www.azchiefs.org/default.asp?pageid=15&deptid=1		

Note: Documents which only require approval of SIEC are effective once approved.
Documents which require approval of SIEC and PSCC are effectve once approved by PSCC.

APPENDIX F – GLOSSARY

Acronym	Definition
AAR	After Action Report
ADEM	Arizona Division of Emergency Management
ADOA	Arizona Department of Administration
AIRS	Arizona Interagency Radio System
APCO	Association of Public Safety Communications Officials
ASET	Arizona Strategic Enterprise Technology
AZDOHS	Arizona Department of Homeland Security
BIDP	Border Interoperability Demonstration Project
CASM	Communication Assets Survey and Mapping Tool
CBP	U.S. Customs and Border Patrol
CCGW	Conventional Channel Gateways
COML	Communications Unit Leader
Commission	Public Safety Communications Advisory Commission (also "PSCC")
Committee	Statewide Interoperability Executive Committee (also "SIEC")
COMT	Communications Unit Technician
DEMA	Department of Emergency and Military Affairs
DHS	U.S. Department of Homeland Security
DPS	Arizona Department of Public Safety
DPS/WSB	Department of Public Safety, Wireless Systems Bureau
DOI	U.S. Department of the Interior
EMS	Emergency Medical Service
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
FTE	Full Time Employee
GITA	Government Information Technology Agency
IECGP	Interoperable Emergency Communications Grant Program
ITAC	Information Technology Authorization Committee
IWG	Interoperability Working Group
JLBC	Joint Legislative Budget Committee
MOU	Memorandum of Understanding
NCSWIC	National Council of Statewide Interoperability Coordinators
NECP	National Emergency Communications Plan
NGA	National Governors Association
NGO	Non-Governmental Organization
NIFOG	National Interoperability Field Operations Guide
NIMS	National Incident Management System
NIMS-CU	National Incident Management System Communications Unit Workgroup
NNALEA	National Native American Law Enforcement Association
NPPD	National Protection and Programs Directorate
NPSBN	National Public Safety Broadband Network

Acronym	Definition
NPSTC	National Public Safety Telecommunications Council
NTIA	National Telecommunications and Information Administration
OAC	Operator Advisory Council
OEC	Office of Emergency Communications, DHS
PCWIN	Pima County Wireless Integrated Network
PSAP	Public Safety Answering Point
PSCC	Public Safety Communications Advisory Commission (also "Commission")
PSIC	Public Safety Interoperable Communications Office
PSP	Policies, Standards and Procedures
PSST	Public Safety Spectrum Trust
R4C	Regional Four Corners Homeland Security Coalition
RAC	Regional Advisory Council
RCSC	Regional Communication Systems Connections Project
RECCWG	Regional Emergency Communications Coordination Working Group
RFP	Request for Proposal
RFQ	Request for Quote
RICO	Racketeer Influenced and Corrupt Organizations Funding
RICP	Regional Interoperable Communication Plan
RWC	Regional Wireless Cooperative
SAA	State Administrative Agency
SAC	Senior Advisory Council
SAFECOM	DHS program that provides interoperable communications tools
SCIP	Statewide Communications Interoperability Plan
SCMP	Strategic Communications Migration Plan
SERRP	State Emergency Response and Recovery Plan
SHSS	State Homeland Security Strategy
SME	Subject Matter Expert
SIEC	Statewide Interoperability Executive Committee (also "Committee")
SOP	Standard Operating Procedure
STR	Strategic Technology Reserve
SWBCWG	Southwest Border Communications Working Group
SWIC	Statewide Interoperability Coordinator
TA	Technical Assistance
TCA	Target Capabilities Assessment
THSGP	Tribal Homeland Security Grant Program
TICP	Tactical Interoperable Communications Plan
TRWC	TOPAZ Regional Wireless Cooperative
UASI	Urban Areas Security Initiative
YRCS	Yuma Regional Communications System